

APPROVED
**ALAMEDA COUNTY WASTE
MANAGEMENT AUTHORITY MEETING
OF THE
PROGRAMS AND ADMINISTRATION COMMITTEE**
MINUTES

**Thursday, February 13, 2014
9:00 A.M.
StopWaste Offices
1537 Webster Street
Oakland CA 94612
510-891-6500**

Members Present:

Keith Carson, Alameda County (left 9:35 a.m.)
Lena Tam, City of Alameda (arrived 9:10 a.m.) (left 10:00 a.m.)
Peter Maass, City of Albany
Dave Sadoff, Castro Valley Sanitary District
Don Biddle, City of Dublin
Jennifer West, City of Emeryville
Robert Marshall, City of Newark (arrived 9:10 a.m.)
Garrett Keating, City of Piedmont
Pauline Cutter, City of San Leandro
Lorrin Ellis, City of Union City (left 10:15 a.m.)

Members Absent:

Dan Kalb, City of Oakland
Laython Landis, Oro Loma Sanitary District

Staff Present:

Gary Wolff, Executive Director
Pat Cabrera, Administrative Services Director
Wendy Sommer, Principal Program Manager
Arliss Dunn, Clerk of the Board

1. Convene Meeting

Dave Sadoff, Chair, called the meeting to order at 9:05 a.m.

2. Public Comments

There were none.

3. Approval of the Draft Minutes of December 12, 2013 (Gary Wolff) Action

Mr. Ellis made the motion to approve the draft minutes of December 12, 2013 with the correction noted below. Ms. West seconded and the motion was carried 8-0 (Kalb, Landis, Marshall, and Tam absent).

Correction: Approval of draft minutes should state November 14, 2013.

**4. Proposed Changes to the Human Resources Manual Action
(Gary Wolff & Pat Cabrera)**

Staff recommends that the P&A Committee review the revised Attachment A and recommend to the Authority Board to adopt and incorporate it into the Agency's Human Resources Manual. No other changes to the HR manual are being requested.

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Mr. Wolff provided context for the staff report. A year ago, the agency implemented a performance based salary increase system instead of an automatic salary step system. The system went into effect October 1, 2013. Based on debriefing and feedback from staff, this item is before the Board with changes to the system based on staff discussions. The Board last year directed an iterative process and we are following that directive.

Mr. Cabrera provided an overview of the staff report. The report is available here:

<http://www.stopwaste.org/docs/02-13-14-pa-hrmanual.pdf>

Ms. Cabrera indicated that in addition to the changes to the HR manual, a trainer was brought in to provide a fresh perspective on providing feedback. There was very positive feedback from staff.

Ms. Cutter asked for clarification regarding the allocation of salary increases within the 1/3 and 2/3 sections of the employment pools. Ms. Cabrera stated this is a safeguard that ensures that higher paid employees do not receive a higher increase than the lower paid employees. Ms. West inquired if cost of living adjustments are included in the performance based compensation system. Ms. Cabrera affirmed that the proposed salary ranges are adjusted for cost of living two of three years (and a salary survey is performed every third year), but that the ranges do not actually adjust unless approved by the Board, and employees do not automatically receive any amount. Underperforming employees are not eligible for salary adjustments.

Ms. West stated that she is pleased to see that staff is making improvements to the system but does not favor the performance based system as a method for motivation, and looks forward to hearing feedback from staff. Mr. Ellis inquired if the notes and badges in the successfactors system is a part of peer recognition. Ms. Cabrera affirmed and stated it has no effect on the employee's evaluation and it is not frequently utilized. Mr. Wolff added the organization is undergoing a cultural change where feedback is encouraged although not required, but is a method for fostering teamwork. Mr. Ellis stated that he is supportive of the peer recognition system and the iterative evaluation process and complemented the organization on moving towards alignment with the private sector.

Mr. Sadoff inquired if the indexed 95th percentile ceiling is consistent with similar agencies. Mr. Wolff indicated the last compensation study conducted was based on comparables to similar agencies. Mr. Sadoff stated in the next compensation study he would like to include other agencies that utilize the 95th percentile as the highest ceiling. Ms. Cabrera affirmed and stated that this information will be included when we begin discussions on the next compensation study. Mr. Sadoff inquired if the proposals included in the staff report are enacted will the budget line item remain the same. Mr. Wolff affirmed that the changes have no impact on the budget.

Mr. Biddle made the motion to approve the staff recommendation. Mr. Carson seconded and the motion carried 10-0 (Kalb and Landis absent).

5. Regionalizing Bay Friendly Landscaping (Gary Wolff & Wendy Sommer) Action

Staff recommends that the Recycling Board direct staff to prepare budget proposals for each of the next three years that implement this general approach to Regionalizing Bay Friendly work, and that both Committees recommend to the Waste Management Authority Board that it also endorse this approach at its meeting on February 26th. The budget proposals included in the overall agency budget proposal in each of the next three fiscal years..

Mr. Wolff provided context for the staff report. Four years ago when developing the strategic plan staff made a 4 year commitment to funding the programmatic work of the Bay Friendly and Green Building programs under the agency's multiple benefits approach. The Green Building program has since morphed very successfully into the Energy Council and is paying its own way with millions of dollars of funding outside of solid waste related fees. The Bay Friendly program outcome is less clear.

Ms. Sommer provided an overview of the staff report. The report is available here:

<http://www.stopwaste.org/docs/02-13-14-pa-bayfriendly.pdf>

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Ms. Sommer acknowledged Teresa Eade for her commitment and as creator of the Bay Friendly program. Mr. Biddle inquired about the stability of the Bay Friendly Coalition organization and sources of funding. Ms. Sommer stated that the Coalition is moving towards stability. Ms. Maass inquired if the other groups around the state that are talking about creating the proposed Sustainable Landscape Council would also provide seed money. Ms. Sommer stated that it is envisioned that the groups will pay a licensing fee to the Sustainable Landscape Council for using the standards. Mr. Wolff added for the next 3 years StopWaste will be the largest contributor of core funding -- but at a much lower level than in the past -- with the intention that the Council and Coalition will be able to tap into larger funding pools. The Coalition has done well in previous Proposition 84 grant applications, and another round of such funding will occur in 2014.

Ms. Cutter inquired about the governance structure of the Landscape Council. Ms. Sommer stated the founding 4 members are scheduled to each have 3 votes, there's an Executive Committee that provides recommendations to the full Board and is scheduled to meet quarterly, and other members can join and will each have 1 vote. StopWaste will not be a member of the Landscape Council. Ms. Cutter stated that she is concerned that StopWaste will be the major supporter but not provide direction. Ms. Sommer stated that as a major seed funder we possess clout because we are not obligated to provide year 2 or 3 funding if the Council goes in directions we do not support. Ms. Cutter added hopefully there is some measurable goal by year 3. Ms. Sommer affirmed. Mr. Keating concurred with Ms. Cutter and inquired if the other groups are based in Alameda County as the sustainable concept can vary regionally and possibly dilute the standard set by StopWaste. Ms. Sommer stated all of the groups are not based in Alameda County but she is confident that the 7 principles will be adhered to as the Sustainable Landscape Council holds the standards and the members will customize according to their local areas. Mr. Keating asked if there is an authoritative angle to the Council. Ms. Sommer stated that it is envisioned that part of the SLC is a Public Agency Council which will include members from local governments and water agencies that can help push forth the adoption of bay friendly ordinances and policies but is not regulatory.

Ms. Eade stated that she is pleased that the Committee shares her concerns with respect to the quality and integrity of the guidelines and standards, but noted also that they must continue to grow to be relevant in the industry. Ms. Eade stated that she is seeing dramatic growth and synergy among cities and the private sector due to the bay friendly program, and expects the guidelines to continue to grow because of the statewide influence.

Ms. West stated that she is concerned about the quick and dramatic reduction in funding and inquired about the other funding sources. Mr. Wolff indicated that the reduction in funding is centered on the regional effort of the bay friendly program and not the technical assistance provided to member agencies to continue to carry out bay friendly programs and practices in County. StopWaste will continue to seek funding through Prop 84 and energy nexus funding through the Energy Council that can flow to the Coalition apart from the core funding.

Ms. Cutter inquired if the proposal has received buy-in from the member agencies. Mr. Wolff stated the TAC is not involved in this area but the Water Suppliers Council (water suppliers in Alameda County) is the relevant advisory body, and they are supportive of this effort. Ms. Sommer stated the other groups involved consider this an opportunity to gain more sponsorships from manufacturers and not tied to local government. Mr. Maass inquired if there has been outreach to nurseries and landscape companies. Ms. Sommer affirmed and added they support this effort as well. Mr. Maass asked if there is precedent for this proposal. Ms. Sommer affirmed and added it is also related to an effort being driven by the California Urban Water Conservation Council as the new norm in sustainable landscaping.

Ms. Cutter made the motion to approve the staff recommendation. Mr. Biddle seconded and the motion carried 8-0 (Carson, Kalb, Landis, and Tam absent).

6. Measuring Waste Diversion (Gary Wolff & Mark Spencer)

Information

Mr. Wolff provided an overview of the staff report. The report is available here:
<http://www.stopwaste.org/docs/02-13-14-pa-diversion.pdf>

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Mr. Biddle inquired about the agency's method of ensuring we receive accurate data. Mr. Wolff stated that not all landfills have a willingness to share information so the agency no longer relies exclusively on data submitted to the state. Mr. Wolff has had conversations with CalRecycle and they have stated their willingness to work with us in solving the issue of receiving bad data. Last year, StopWaste brought forth the idea of our own Reporting ordinance requiring landfills in-county to report and be auditable in certain ways, and any landfills out-of-county would have to voluntarily follow those rules or haulers in-county will not be able to haul to them. The development of the ordinance has been delayed due to our focus on the HHW effort.

Ms. Cutter provided information on comments from San Leandro residents regarding the benchmark report. The design of the report was well received. However, residents would have preferred more information on where to properly recycle items. There was also confusion between the simultaneous roll-out of the benchmark report and the HHW mailing with residents questioning the cost of the report relative to the annual HHW fee. Ms. Cutter suggested providing the Race to Recycle video to public access television and local government channels. Ms. Cutter added that she is planning to explain the difference in the benchmark and HHW campaigns in her upcoming newsletter. Mr. Wolff stated that the benchmark hotline has received approximately 800 calls. Mr. Wolff reminded the Committee that the total cost for the benchmark report was \$0.57; \$0.30 for printing, \$0.17 for postage, and \$0.10 for graphic design and text.

Mr. Keating inquired if historically the diversion rate was tied to funds to member agencies. Mr. Wolff stated no. The Mitigation Funding was based on prior year tonnages to landfill. The measure D funding is per capita. Mr. Keating inquired about the future of the Waste Characterization Study. Mr. Wolff stated the benchmarking work is the future of the WCS as it allows us to adjust what we are doing each year to focus on specific issues of concern and importance, and providing more useful information.

7. Member Comments

Ms. Cutter inquired about how to properly dispose of waste at a crab feed. Mr. Wolff stated that StopWaste Intern Tommy Fenster is available to provide onsite demonstration of how to properly sort recyclables.

8. Adjournment

The meeting adjourned at 10:30 a.m.